SSHRC CRSH

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL

2012-13 Report on Plans and Priorities

Christian Paradis
Minister of Industry and Minister of State
(Agriculture)

TABLE OF CONTENTS

Minister's Message i

Minister of State's Message iii

Section I: Organizational Overview 1

Raison d'être 1

Responsibilities 2

Strategic Outcomes and Program Activity Architecture (PAA) 3

Organizational Priorities 4

Risk Analysis 7

Planning Summary 8

Expenditure Profile 11

Estimates by Vote 12

Section II: Analysis of Program Activities by Strategic Outcome 13

Strategic Outcome 1.0: Canada is a world leader in social sciences and humanities research and research training 13

Program Activity1.1 -Talent: attraction, retention and development of students and researchers in the social sciences and humanities 13

Planning Highlights 14

Program Activity1.2 - Insight: new knowledge in the social sciences and humanities 14

Planning Highlights 15

Program Activity1.3 - Connection: mobilization of social sciences and humanities knowledge 16

Planning Highlights 17

Strategic Outcome 2.0: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health 17

Program Activity 2.1 - Indirect costs of research 17

Planning Highlights 18

3.1 Internal Services 18

Planning Highlights 19

Section III: Supplementary Information 21

Financial Highlights 21

Future-Oriented Financial Statements 22

List of Supplementary Information Tables 22

Section IV: Other Items of Interest 23

Organizational Contact Information 23

MINISTER'S MESSAGE

Over the past year, the Canadian economy has proven to be resilient despite continued fiscal uncertainty in other parts of the world. Since our government introduced Canada's Economic Action Plan in 2009 to respond to the global recession, Canada has recovered not only all of the jobs lost during the recession but also all of our economic output.

As Minister of Industry, I am confident that the Industry Portfolio will play a key role in our government's plan to strengthen Canada's knowledge-based economy. Our efforts will focus on promoting innovation and modernizing Canada's marketplace policies, among other areas.

In 2012-13, the Social Sciences and Humanities Research Council of Canada (SSHRC) will continue to help build a stronger, more prosperous and innovative Canadian economy and society. SSHRC will support research and training in the social sciences and humanities, providing fellowships and training opportunities to Canadian researchers and students that directly contribute to the development of a highly educated, skilled and flexible Canadian workforce. SSHRC will continue to build on investments in areas of importance to Canadians, including the digital economy, management, business and finance, the environment and northern communities, while exploring new areas in which Canadian researchers can contribute their knowledge, talent and expertise.

A significant part of the Industry Portfolio's activities will involve developing Canada's digital economy by updating copyright and privacy laws and building a world-class digital infrastructure for next-generation wireless technologies and services. We will also put in place conditions that allow small businesses to grow and create jobs. This will mean reducing red tape, improving access to credit and focusing programs to promote more effective research and development.

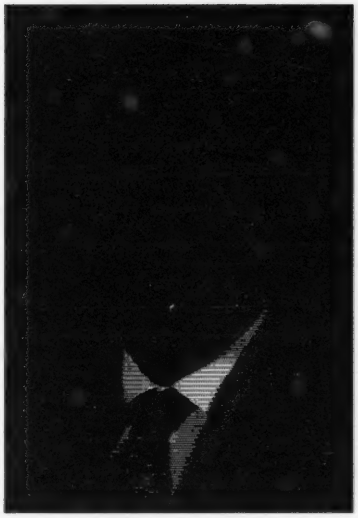
Since coming to office, our government has made science and innovation a priority. We will leverage our past investments and continue to develop and recruit world-leading research talent. We will also take measures to encourage the private sector to increase research and development investments and improve commercialization outcomes.

In our government's pursuit to improve the well-being of Canadians, we will continue to work to secure the recovery, eliminate the deficit and invest in the drivers of long-term economic growth. We will also implement our plan to find savings in government expenditures to return to fiscal balance in the medium term.

This year's Report on Plans and Priorities for SSHRC delivers a comprehensive approach to promote and maintain Canada's strong and competitive economy. I look forward to working with my Cabinet and departmental colleagues, as well as with the private sector and other levels of government, to achieve our common goal of creating jobs and growth for all Canadians.

Christian Paradis
Minister of Industry and Minister of State (Agriculture)

MINISTER OF STATE'S MESSAGE



As the Minister of State for Science and Technology, I am pleased to present the *2012-13 Report on Plans and Priorities* for the Social Sciences and Humanities Research Council of Canada (SSHRC).

This year promises to be noteworthy, not only for Canada but also for the world. As economies across the globe begin to emerge from challenging economic times, Canada continues to thrive. Our financial system is strong, our economy has recovered all of the jobs and economic output lost during the recession, and our government has a low-tax plan that will continue to create jobs, economic growth and long-term prosperity across the country.

Our government recognizes the vital role that science and technology play in Canada's continued economic leadership. In this globalized and connected digital world, innovation will be the driver of economic growth. We understand this, and we are committed to supporting Canadian research and development (R&D) in both the public and private sectors.

This year will see our government take specific actions to improve Canada's performance with respect to private sector R&D, following last year's report from the expert panel charged with the review of federal support for R&D. These actions will build on our investments to date and will seek to promote commercialization and the development of new products and services for Canadians.

In 2012-13, SSHRC remains committed to investing in innovation that helps improve the quality of life in communities across Canada. From law and economics to education and literature, SSHRC will continue to support Canada's top scholars in an effort to encourage innovation across the country and drive our economy forward. SSHRC is focused on developing a greater understanding of industry competitiveness and productivity, digital literacy, crime prevention, teaching and student learning, urban planning, and youth, among other important issues. Furthermore, SSHRC will continue to share this knowledge in order to benefit Canadians today and in the future.

Canadians can and should be proud. Our government recognizes that we cannot take our success for granted. We must build on our past accomplishments in order to continue to grow, create jobs and lead the world for years to come. We are committed to achieving this, and it will be driven in no small part by science, research and innovation.

As we move into 2012-13, I will continue to work with our academic partners, the private sector and all Canadians to achieve the priorities laid out in this report.

Gary Goodyear
Minister of State (Science and Technology) (Federal Economic Development Agency for Southern Ontario)

SECTION I: ORGANIZATIONAL OVERVIEW

Raison d'être

The Social Sciences and Humanities Research Council (SSHRC) funds research and research training that builds knowledge about people, past and present, with a view toward creating a better future. From questions of family and culture to concerns about jobs and employment, research about people—how we live, what we think and how we act—informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC-funded research and research training play a unique role within Canada's science, technology and innovation system, and are key to meeting Canada's productivity agenda. Social sciences and humanities research fosters the development of the creative and analytical skills needed to respond to the complex emerging challenges of critical importance to Canadians. SSHRC helps advance Canada's advantages, as outlined in the federal science and technology (S&T) strategy, ***Mobilizing Science and Technology to Canada's Advantage***, by ensuring that Canada is a world leader in social sciences and humanities research and research training, and by ensuring that Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering, and health. SSHRC achieves these results through four program activities:

1. Talent—attraction, retention and development of students and researchers in the social sciences and humanities to build a **People Advantage**;
2. Insight—new knowledge in the social sciences and humanities to strengthen Canada's **Knowledge Advantage**;
3. Connection—mobilization of social sciences and humanities knowledge to contribute to Canada's **Entrepreneurial Advantage**; and
4. Indirect Costs of Research—building of institutional capacity for the conduct of research and research-related activities to maximize the investment of publicly funded academic research and achieve **world-class excellence**.

SSHRC actively contributes to the federal government's S&T priorities by supporting research and research training related to a variety of key areas, including environmental science and technologies, finance and business, and new media and communications. The results of these and other investments are used by SSHRC-supported experts, in collaboration with key stakeholders from the private, public and not-for-profit sectors, to translate knowledge into new and productive solutions and applications.

Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was created through an act of Parliament in 1977 and mandated to:

- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfill its mandate, SSHRC offers funding opportunities that provide Canadian researchers and students with grants, scholarships and fellowships, respecting the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for administering the following tri-agency programs, offered jointly with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

- the Canada Research Chairs Program;
- the Canada Excellence Research Chairs Program; and
- the Indirect Costs Program.

In addition, SSHRC works with Industry Canada, as well as with NSERC and CIHR, to support Networks of Centres of Excellence initiatives. It also collaborates with NSERC and CIHR to deliver the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships, and Banting Postdoctoral Fellowships programs. SSHRC will continue to foster this collaboration to the benefit of all Canadians by building on the harmonization of tri-agency programs, practices and policies. To further this harmonization, SSHRC, with NSERC and CIHR, has advanced key policies such as the new Tri-Agency Framework: Responsible Conduct of Research.

The president of SSHRC is supported by a council appointed by order-in-council to reflect the perspectives of the academic, public and private sectors. SSHRC's council promotes and assists research and scholarship in the social sciences and humanities. It meets regularly to set strategic policy and program priorities, allocate budgets, and advise the Minister of Industry and Parliament on research in these areas.

Strategic Outcomes and Program Activity Architecture (PAA)

1.0 Canada is a world leader in social sciences and humanities research and research training			2.0 Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health	
1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	1.2 Insight: new social sciences knowledge in the and humanities	1.3 Connection: mobilization of social sciences and humanities knowledge	2.1 Indirect Costs of Research	3.1 Internal Services
1.1.1 Canada Research Chairs	1.2.1 Individual, team and partnership research grants	1.3.1 Individual, team and partnership knowledge mobilization grants		
1.1.2 Canada Graduate Scholarships	1.2.2 Institutional research capacity grants	1.3.2 Research-based knowledge culture		
1.1.3 Vanier Canada Graduate Scholarships		1.3.3 Networks of Centres of Excellence		Strategic Outcome
1.1.4 Banting Postdoctoral Fellowships				Program Activity
1.1.5 SSHRC Doctoral and Postdoctoral Fellowships				Subactivity

Organizational Priorities

Priority	Type	Strategic Outcome
Strengthen SSHRC programs and policies aimed at developing the next generation of leaders and thinkers, both within academia and across all sectors of the economy	Previously committed to	SO 1.0

Description

Why is this a priority?

Talented, skilled, creative people are at the heart of successful societies. Demand is growing across the private, public and not-for-profit sectors for highly qualified personnel who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present.

The Talent program contributes to ensuring that Canada has a continued supply of top-quality researchers in universities, and of innovative leaders and thinkers across all sectors of society. Changes to funding opportunities for research trainees and postdoctoral researchers will work to further enhance Canada's People and Knowledge advantages, and to strengthen Canada's reputation for highly skilled, leading-edge research talent in the social sciences and humanities.

Plans for meeting the priority

- Implement changes resulting from the examination of SSHRC's programs of direct support for research trainees, and introduce changes to SSHRC grants in order to strengthen SSHRC's indirect support for research trainees. These changes will establish a consistent approach to research training across all SSHRC funding opportunities. Specific examples could include increasing partnership opportunities to support training, enhancing existing SSHRC research-training funding opportunities, and harmonizing tri-agency funding opportunities for research training.
- Deliver on the Budget 2011 commitment to award 10 new Canada Excellence Research Chairs, some of which will be in fields relevant to the digital economy. Phase 1 of the selection process will be completed by end of fiscal year 2012-13 and will result in a shortlist of applications that will proceed to the nomination stage.

Priority	Type	Strategic Outcome
Simplify and consolidate SSHRC support for excellent research in the social sciences and humanities, for the benefit of Canadians now and in the future	Previously committed to	SO 1.0

Description

Why is this a priority?

SSHRC contributes to Canada's Knowledge, People and Entrepreneurial advantages by supporting research excellence on the vital issues facing Canada and Canadians both today and in the future. The new suite of funding opportunities under the Talent, Insight and Connection programs enhances SSHRC's effectiveness in supporting—and increasing Canada's capacity for—world-class, cutting-edge research and research training in the social sciences and humanities. The renewed structure incorporates funding opportunities for partnerships, new and established scholars, trainees, and knowledge mobilization activities.

SSHRC's programs and funding opportunities are designed to increase and broaden the impacts of social sciences and humanities research in all sectors of Canadian society. As part of SSHRC's commitment to renew its priority areas as stated in *Framing Our Direction 2010-12*, SSHRC has put in place a project to seek ways in which the Canadian social sciences and humanities research community can further contribute its knowledge, talent and expertise to both understand and shape the future of Canada in an evolving global context.

Plans for meeting the priority

- Enhance SSHRC's peer/merit review processes through the development of a merit review strategy to support the objectives of the renewed program architecture, while maintaining SSHRC's internationally recognized standards of excellence.
- Implement the framework to identify future challenge areas for Canada to which the social sciences and humanities research community could contribute its knowledge, talent and expertise.

Priority	Type	Strategic Outcome
Better connect social sciences and humanities research within and beyond academia, to maximize intellectual, cultural, social and economic impact	Ongoing	SO 1.0

Description

Why is this a priority?

SSHRC contributes to Canada's Entrepreneurial Advantage by facilitating links between research and communities, governments, and businesses, and bringing together interests from urban, rural and northern areas. By designing projects in co-operation with end-users, which helps move the results of research into society and bring new ideas into the world of research, SSHRC creates connections and intensifies the economic, social, cultural and intellectual impact of its funded research and research training. The Connection program provides funding opportunities that facilitate and enable the active participation of all stakeholders in the mobilization of research results through activities such as networking and disseminating, exchanging and co-creating research-based knowledge. With stakeholders further connected, Canada's research findings will be more readily available to the public, and more easily accessible to other innovators and knowledge users.

Plans for meeting the priority

- Launch funding opportunities related to the Connection program that provide funding to individuals and teams.
- In collaboration with NSERC and CIHR, as appropriate, develop and update SSHRC's policies on research outputs, including SSHRC's Open Access and Research Data Archiving policies.

Priority	Type	Strategic Outcomes
Improve SSHRC's governance, management and service delivery, focusing on results for Canadians	Previously committed to	SO 1.0 SO 2.0

Description

Why is this a priority?

Since 2006, SSHRC has been undertaking measures to improve its corporate governance and management structures. These changes are enabling a more streamlined and rigorous approach to corporate planning and reporting, and are enhancing SSHRC's effectiveness as an organization that delivers results for Canadians.

Moving forward, SSHRC will focus on its information management and technology systems to further improve client service and internal monitoring. Through improved systems, SSHRC will be able to interact more easily with its client community and better capture the impacts resulting from the research and research training it funds.

Plans for meeting the priority

- Continue to engage SSHRC's stakeholders in dialogue on issues related to the implementation of SSHRC policies and programs.
- Work with researchers, research institutions and partners to better capture and communicate the results and impacts of social sciences and humanities research.
- Improve service delivery by further developing electronic application and assessment processes, and by renewing award administration systems.
- Improve governance and management practices by building stronger links between strategic, operational, financial and human resources planning.

Risk Analysis

While SSHRC administers a significant budget—roughly $355.4 million for SSHRC programs and $332.8 million for the Indirect Costs Program, which SSHRC manages on behalf of the three federal research granting agencies—the overall level of risk to the organization and to the safety and security of the Canadian public is low.

SSHRC continues to integrate risk management into its overall governance and planning processes. Risks are tracked, assessed and managed at both the operational and corporate levels.

SSHRC's corporate risk profile is integrated within its Corporate Risk Management Framework (CRMF). The CRMF provides a comprehensive view of operational and corporate risks, and assigns responsibility for their management and mitigation. It is used as a strategic planning tool, and is updated yearly as part of SSHRC's annual planning cycle, which integrates priority setting, resource allocation and risk management. This approach to risk management is aligned with the Treasury Board of Canada Secretariat's Framework for the Management of Risk.

In the 2011-12 review of its CRMF, SSHRC updated its risk inventory, which now comprises 15 risks specific to SSHRC and its environment. Current and incremental mitigation strategies specific to the 15 risks are integrated into the CRMF. These strategies build on progress made in previous years. Of these risks, six have been identified by management for more rigorous monitoring and follow-up. The other risks will be monitored regularly through established reporting processes.

Risks	Incremental Controls and Mitigation Strategies
1. Governance structure and decision-making	Designing and implementing a new internal governance structure
2. Management of internal changes	Developing new concepts, processes and policies to support the implementation of a new grants management system
3. Project management capability	Promoting new tools to facilitate the use of project management for both small and large projects, and offering training to staff
4. Leveraging of information technology innovation	Creating a client-centred model that offers a single point of contact for clients, and developing and implementing a new grants management system
5. Budget management	Implementing the new financial resources management framework
6. Achievement of program architecture objectives	Linking the project architecture renewal outputs to the new grants management system

Planning Summary

Financial Resources ($ millions)

2012-13	2013-14	2014-15
688.2	688.2	688.2

Human Resources (full-time equivalents—FTEs)

2012-13	2013-14	2014-15
200	200	200

Strategic Outcome 1.0: Canada is a world leader in social sciences and humanities research and research training

Performance Indicators	Targets
Number of Canadian institutions appearing in top-50 international rankings in the social sciences and humanities	Three by 2012-13
Canadian social sciences and humanities citation impact relative to world baselines	Top-10 ranking internationally by 2017-18
Degree completion rates of Canadian students versus other Organisation for Economic Co-operation and Development countries	Top-10 ranking internationally by 2014-15

Strategic Outcome 2.0: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Performance Indicators	Targets
Number of Canadian universities appearing in Top-300 QS World University Rankings	16 by 2017-18
Proportion of institutions indicating increased capacity to attract and retain world-class researchers (≥6 on a 10-point scale)	80 per cent by 2015-16
Research funding advantage from federal, provincial, and private sources as percentage of gross domestic product compared to Organisation for Economic Co-operation and Development averages	30 per cent by 2012-13

Planning Summary Tables

Strategic Outcome 1.0: Canada is a world leader in social sciences and humanities research a[illegible] research training

Program Activity	Forecast Spending 2011-12 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	181.8	178.1	178.1	178.1	An innovative and knowledge-based economy
1.2 Insight: new knowledge in the social sciences and humanities	132.2	130.1	130.1	130.1	An innovative and knowledge-based economy
1.3 Connection: mobilization of social sciences and humanities knowledge	35.4	30.6	30.6	30.6	An innovative and knowledge-based economy
Total Planned Spending		338.8	338.8	338.8	

Strategic Outcome 2.0: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Program Activity	Forecast Spending 2011-12 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
2.1 Indirect Costs of Research	332.1	332.8	332.8	332.8	An innovative and knowledge-based economy
Total Planned Spending		332.8	332.8	332.8	

Program Activity	Forecast Spending 2011-12 ($ millions)	Planned Spending ($ millions)		
		2012-13	2013-14	2014-15
3.1 Internal Services	17.5	16.6	16.6	16.6
Total Planned Spending		16.6	16.6	16.6

Expenditure Profile

For the 2012-13 fiscal year, SSHRC plans to spend roughly $355.4 million for SSHRC programs and $332.8 million for the Indirect Costs Program, for a total of $688.2 million, to meet the expected results of its program activities and to contribute to its strategic outcomes.

The graph below illustrates SSHRC's actual and planned expenditures from 2008-09 to 2014-15.

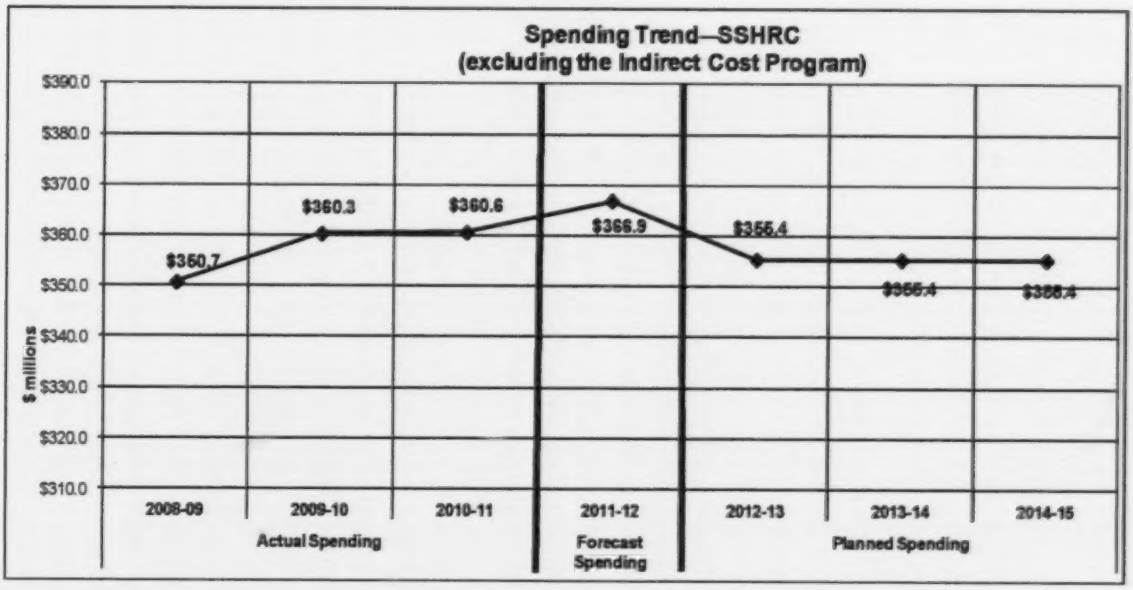
In the graph, spending for 2008-09, 2009-10 and 2010-11 represents the total authorities dispersed as reflected in the Public Accounts of Canada. For 2011-12, the forecast spending amounts indicated on the graph include all parliamentary appropriations: main estimates, supplementary estimates and carry-forward. For 2012-13 to 2014-15, planned spending includes the figures from the 2011-12 Annual Reference Level Update plus anticipated funding being requested through the supplementary estimates.

SSHRC will continue its funding commitments to government priorities, including those associated with the S&T strategy. This will include funding projects related to the digital economy, management, business and finance, the environment, and northern communities.

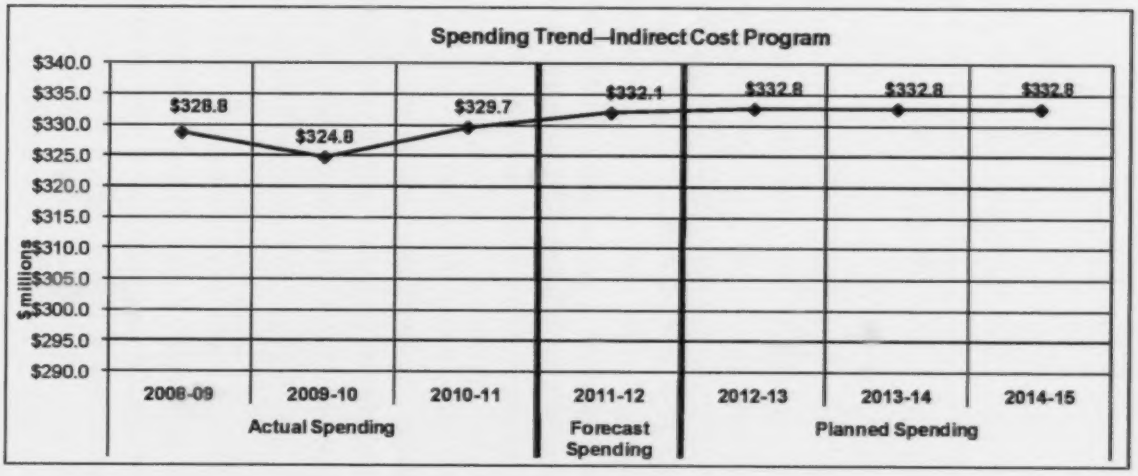
As part of Canada's Economic Action Plan, SSHRC received temporary additional funding in Budget 2009 for 2009-10, 2010-11 and 2011-12. The decrease in the reference levels for 2012-13 can be explained by the sunsetting of the Economic Action Plan funding, as well as of the Centres of Excellence for Commercialization and Research and the Business-led Networks of Centres of Excellence. SSHRC also received additional ongoing funding in Budget 2010 and Budget 2011.

Departmental Spending Trend

SSHRC expenditures, actual and planned, 2008-09 to 2014-15



SSHRC expenditures related to the Indirect Costs Program, actual and planned, 2008-09 to 2014-15



Estimates by Vote

For information on our organizational appropriations, please see the 2012-13 Main Estimates publication.

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Strategic Outcome 1.0: Canada is a world leader in social sciences and humanities research and research training

Program Activity 1.1: Talent: attraction, retention and development of students and researchers in the social sciences and humanities

Program Activity Description

This program provides support to graduate students and postdoctoral fellows in the form of fellowships, and to researchers in postsecondary institutions in the form of grants that cover salary and the direct costs of research. This program is necessary in order to attract, retain and develop talent in the social sciences and humanities, to cultivate leaders within academia and across the public, private and not-for-profit sectors, and to build centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
178.1	178.1	178.1

Human Resources (FTEs)

2012-13	2013-14	2014-15
40	40	40

Program Activity Expected Results	Performance Indicators	Targets
SSHRC-funded scholarship and fellowship recipients are employed in positions of leadership, research, management, etc. in Canada and internationally	Employment rates of SSHRC-funded scholarship and fellowship recipients by degree and sector	85 per cent Master's, 85 per cent Doctoral, 90 per cent Postdoctoral by 2014-15

Canada builds research excellence and research capacity by attracting, developing and retaining world-class social sciences and humanities researchers in Canadian institutions	Proportion of social sciences and humanities Chairs awarded to Canadian, returning expatriate, and foreign candidates	75 per cent Canadians, 12.5 per cent expatriates, 25 per cent foreigners by 2012-13
	Proportion of SSHRC Talent-funded researchers receiving Canadian and/or international recognition or prizes	5 per cent by 2017-18

Planning Highlights

- Begin implementing changes to the Talent suite of funding opportunities. Proposed changes include implementing an achievement reporting system for Talent awardees, expanding the partnership funding opportunities to allow submission of proposals for research training partnerships, and making changes to the SSHRC Postdoctoral Fellowships (value, eligibility and training plan requirements).
- Complete the first phase and launch the second phase of the application process for 10 new Canada Excellence Research Chairs announced in Budget 2011.
- Complete the tri-agency evaluation of the Vanier Canada Graduate Scholarships program (led by CIHR).
- Work with the other federal research granting agencies to further harmonize the Canada Graduate Scholarships program.

Program Activity1.2: Insight: new knowledge in the social sciences and humanities

Program Activity Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges.

The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sector perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research

capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact, and increased institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners from academic institutions and Canadian partners from public, private and/or not-for-profit sectors.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
130.1	130.1	130.1

Human Resources (FTEs)

2012-13	2013-14	2014-15
37	37	37

Program Activity Expected Results	Performance Indicators	Targets
SSHRC funds excellent social sciences and humanities researchers/new scholars	Number of research projects cited for Canadian and/or international recognition or prizes	100 by 2012-13
Creation of new/enhanced research knowledge	Average number of research contributions per grant (e.g., peer-reviewed articles, presentations, speeches)	14 by 2012-13
Additional funding is leveraged to advance research, build capacity and increase intersectoral understanding among partners	Ratio of actual financial contributions leveraged from formal Partnerships grants compared to SSHRC funding	0:35:1 ($) by 2012-13

Planning Highlights

- Implement the framework for the identification of future challenges for Canada to which the social sciences and humanities research community could contribute.
- In collaboration with NSERC and CIHR, as appropriate, develop and update SSHRC's policies on research outputs, including SSHRC's Open Access and Research Data Archiving policies.

- In collaboration with federal departments, fund research on pressing questions of importance to Canadians, including through the Kanishka Project on global security.
- Support research activities related to the digital economy.

Program Activity1.3: Connection: mobilization of social sciences and humanities knowledge

Program Activity Description

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy-makers, business leaders, community groups, educators and the media working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading-edge, internationally competitive research in areas critical to Canada, build multisectoral partnerships and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
30.6	30.6	30.6

Human Resources (FTEs)

2012-13	2013-14	2014-15
14	14	14

Program Activity Expected Results	Performance Indicators	Targets
Partners and researchers benefit from linkages and mobilizing knowledge within and across their respective sectors	Proportion of researchers and partners indicating their partnership to be "quite successful" (≥4 on a 5-point scale)	60 per cent by 2012-13

Additional funding is leveraged to mobilize knowledge in social sciences and humanities	Ratio of actual financial contributions leveraged from Connection grants compared to SSHRC funding	0:35:1 ($) by 2012-13

Planning Highlights

- Launch new Connection funding opportunities.
- Marshal Canadian and international knowledge on investing in higher education research and development (or HERD) to inform the evolution of Canadian S&T and innovation policy.
- Complete the summative evaluation of knowledge mobilization activities.

Strategic Outcome 2.0: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Program Activity 2.1: Indirect Costs of Research

Program Activity Description

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering, and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities to maximize the investment of publicly funded academic research. This program helps to offset the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating, maintenance of libraries, laboratories and research networking spaces, or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Canada Research Chairs Secretariat on behalf of the three research granting agencies.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
332.8	332.8	332.8

Human Resources (FTEs)

2012-13	2013-14	2014-15
4	4	4

Program Activity Expected Results	Performance Indicators	Targets
Universities and colleges have the necessary resources to host world-class research and enable knowledge mobilization	Proportion of institutions reporting maintained or improved capacity to support research activities by providing: – management and administration services – research resources (such as libraries) – research facilities – regulatory compliance – intellectual property management	80 per cent by 2017-18

Planning Highlights

- Complete the consultation on baseline metrics indicators (three categories of expenditures) and launch data collection.

3.1: Internal Services

Program Activity Description

Internal Services provide support to the organization as whole in the form of operation and maintenance funds. They are necessary to support the delivery of programs and other corporate obligations. Internal Services include activities such as resource management, governance and asset management that apply across the organization, rather than those that support a specific program.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
16.6	16.6	16.6

Human Resources (FTEs)

2012-13	2013-14	2014-15
105	105	105

Program Activity Expected Results	Performance Indicators	Targets
Effective management frameworks (policies, processes and controls) for all activities and resources that apply across the organization	Treasury Board Secretariat's Management Accountability Framework (MAF) rating for the Area of Management # 3—Effectiveness of the Corporate Management Structure	"Acceptable" MAF rating in 2013
	MAF rating for the Area of Management # 12—Effectiveness of Information Management	"Acceptable" MAF rating in 2013
	MAF rating for the Area of Management # 17—Effectiveness of Financial Management and Control	"Acceptable" MAF rating in 2013

Planning Highlights

- Launch SSHRC's 2013-16 strategic plan.
- Pilot new grants management and achievement reporting systems.
- Participate in the shared services initiative for small departments and agencies.
- Launch and implement a new policy for Part VII (section 41) of the *Official Languages Act* related to official language minority communities.
- Enhance peer/merit review processes and improve the recruitment, retention and recognition of reviewers.
- Implement a values and ethics code and a code of conduct.
- Implement an accreditation framework for the delegation of management authorities.

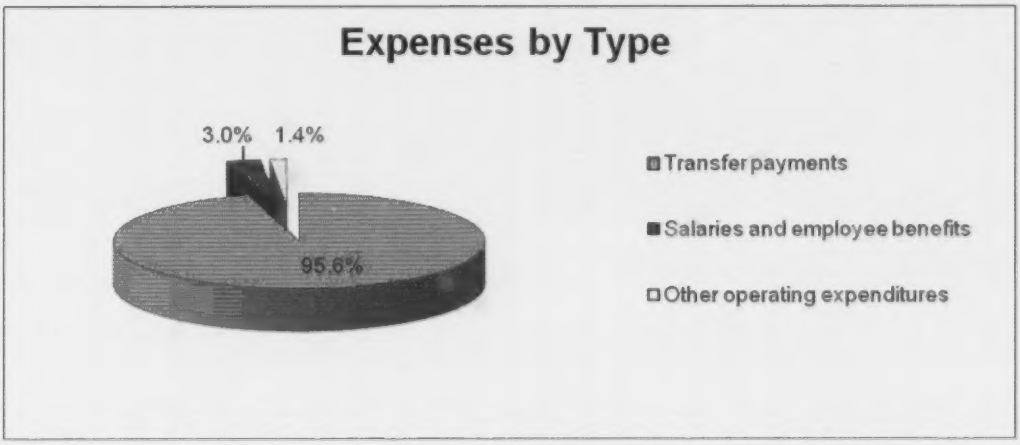
SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of SSHRC's financial position and operations. These financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

Future-Oriented Condensed Statement of Operations
For the year ended March 31
($ millions)

	$ Change	Future-Oriented 2012-13	Future-Oriented 2011-12
Total Expenses	7.3	692.5	685.2
Total Revenues	–	–	–
Net Cost of Operations	7.3	692.5	685.2



Total expenses are projected to be $693 million in fiscal year 2012-13. The majority of these expenses are for transfer payments ($662 million) in the form of grants and scholarships related to departmental programs. The balance of spending is made up of salaries and employee benefits ($21 million) and

other operating expenses ($10 million). The latter two types of expenses are required to support departmental programs and other corporate obligations.

Condensed Statement of Financial Position
For the year ended March 31
($ millions)

	$ Change	Future-Oriented 2012-13	Future-Oriented 2011-12*
Total Assets	–	7.4	–
Total Liabilities	–	5.4	–
Equity	–	2.0	–
Total	–	7.4	–

*No future-oriented statement of financial position was prepared for the *2011-12 Report on Plans and Priorities*.

Future-Oriented Financial Statements

SSHRC's future-oriented statement of operations can be found on SSHRC's website at www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx.

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2012-13 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat website at www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp.

- Details of Transfer Payment Programs
- Greening Government Operations
- Upcoming Internal Audits and Evaluations over the next three fiscal years

SECTION IV: OTHER ITEMS OF INTEREST

Organizational Contact Information

Christine Trauttmansdorff
Director
Policy, Planning, Governance and International
Social Sciences and Humanities Research Council
350 Albert Street
Ottawa, ON K1P 6G4
Email: christine.trauttmansdorff@sshrc-crsh.gc.ca
Tel.: 613.944-6230
Fax: 613.943.1153